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michigan society of architects february 1970 50c

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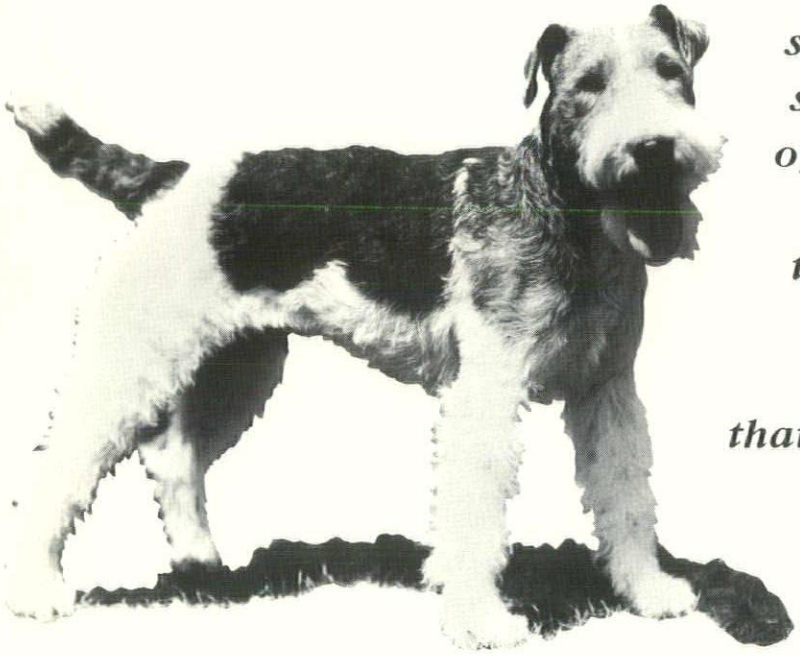
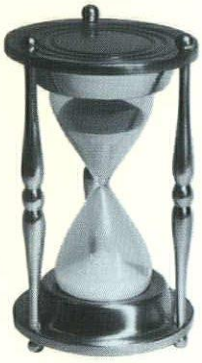
WHY SHOULD THE TAIL TELL THE AIREDALE WHAT TO DO?



It never has, except in the constructi industry. And especially when it concer the proper installation sophisticated air handlin systems. We are in the ag of specialization—you don go to a shoemaker for toothache. So . . . let's g down to the nitty-gritt You and I both kno that there is only one perso responsible for the ai handling system—th Mechanical Ai Handling Contractor

GET INVOLVED



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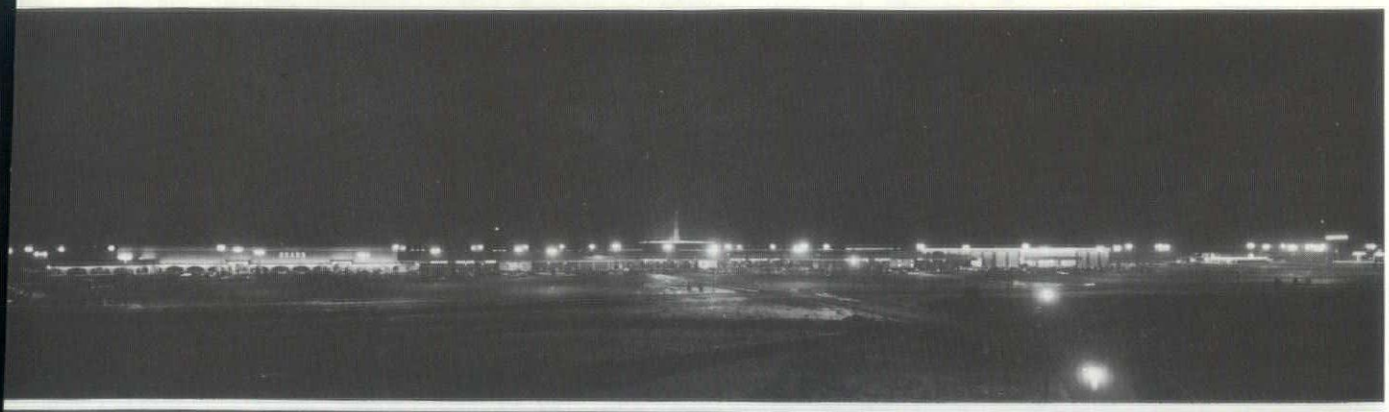
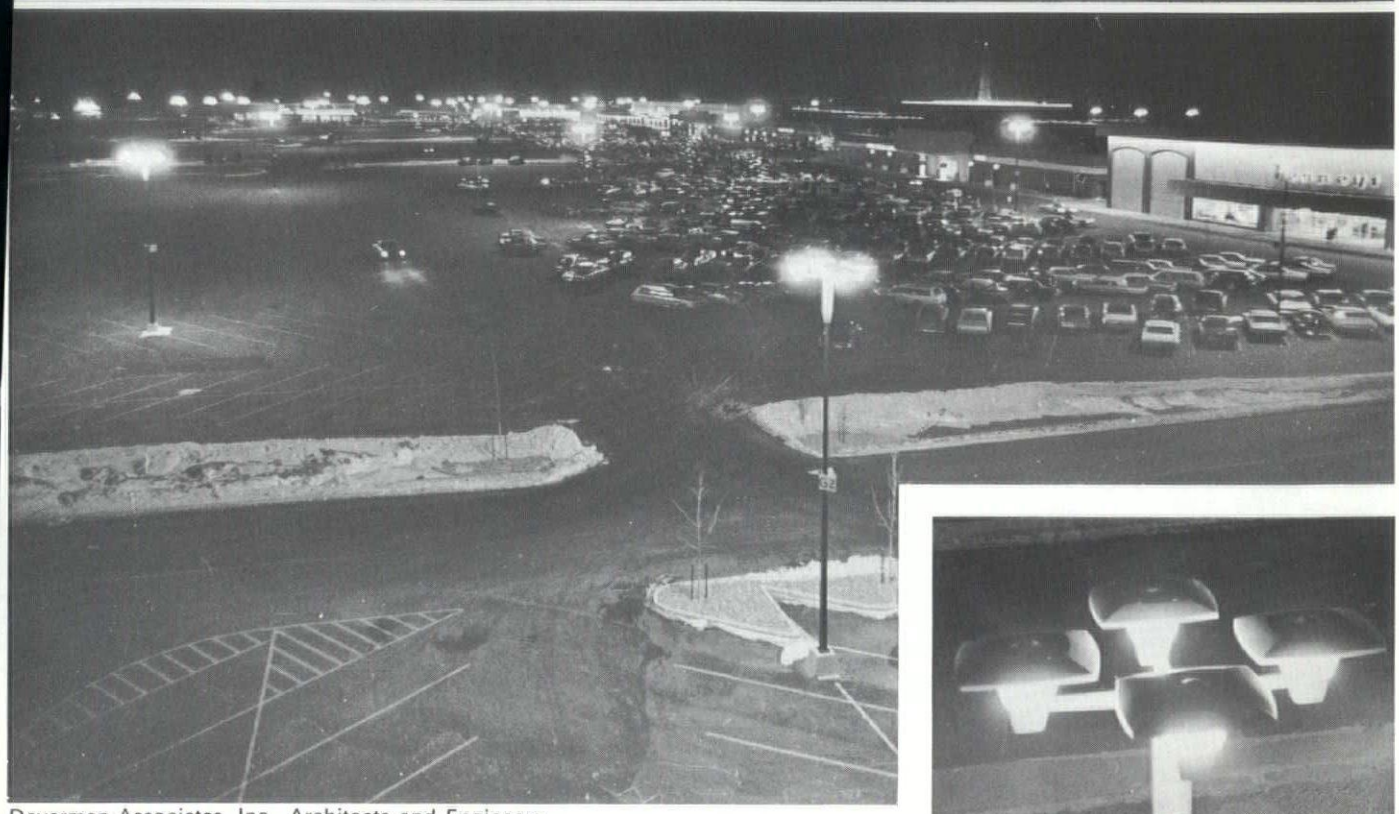
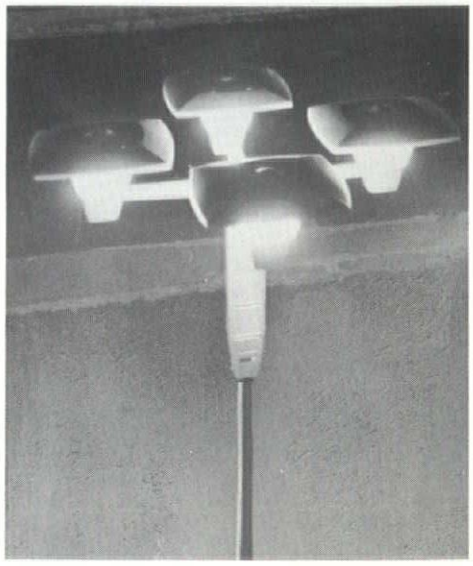
SHEET METAL EMPLOYERS ASSOCIATION OF DETROIT • SHEET METAL EMPLOYERS INDUSTRY PROMOTION FUND





Daverman Associates, Inc., Architects and Engineers



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let's get concrete about asphalt bas

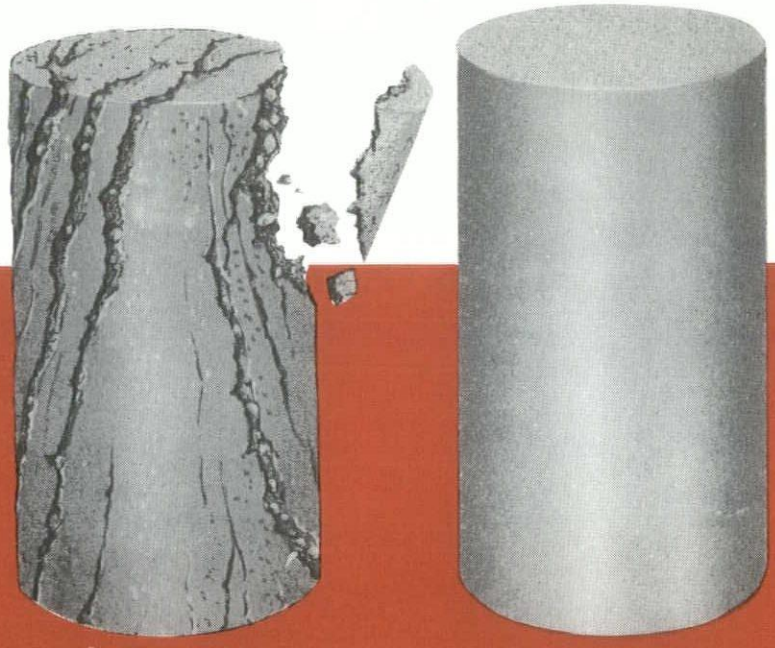
Most of us are creatures of habit.

In specifying concrete, we are careful to spell out a mix that ma for a foolproof product. When it comes to asphalt . . . we-l-l-l, make sure it's black.

Lack of definition on asphalt terms doesn't help matters. The phr "hot mix asphalt base" has been variously labelled "Deep Strengt "Black Base", "Total Asphalt", and "Full Depth", among others. HM covers a multitude of sins.

How deep is deep? What determines stability? How do you def quality? And how does one equate the diverse collection of mong mixes with the high quality, tightly controlled bituminous concr used as a base course material in the AASHO road tests?

It's time to get concrete about asphalt. There is a world of differen in the performance of bituminous base course materials. The ultima measure of excellence in *any* asphalt pavement depends primarily o the quality and gradation of the aggregates.



Cylinder "A" Cylinder "B"

Concrete cylinders are tested to determine their compressive strength. In cylinder "A", using an unscientifically designed mix, the cylinder broke at 1,600 psi. ** In cylinder "B", with cement, aggregate, water and proportioning carefully controlled to exact formulation and mix, the cylinder resisted a pressure of 3,000 psi without breaking.

Specimen "A"

Specimen "B"

These two "cookies" were tested for the comparative strength of asphaltic mixtures, using the Marshall method of design and test procedures. Specimen "A" consisted of a dense graded plant mix containing no crushed aggregates. It failed at 450 in the Marshall testing machine. Specimen "B" was designed as a carefully graded hot plant mix with 100% crushed aggregates. It survived a Marshall test load of 2,400.

IT'S NOT HOW DEEP YOU MAKE IT, IT'S HOW YOU MAKE IT DEEP

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EDITORIAL

A Little Madness

Ten years ago the Comprehensive Architectural Services (CAS) philosophy was more than a gleam in the eyes of a few AIA officers; there were no official alternatives to traditional architectural practice which focused on the physical design of a building. Sputnik had just recently forced us into a decade of emphasis on science and technology. No architect had a computer and the "systems" jargon was only beginning to emerge as the spook of the decade. And Viet Nam was an inconspicuous Southeast Asian country rather than a rallying point for domestic political revolution.

Way back in 1960 the AIA's principal concern was that old trolle and unethical competitor, the "package builder." Competition from these integrated designbu-ild firms became the main impetus behind the AIA's development and adoption of the CAS philosophy. As the Committee on the Profession stated in November of 1957, its main objective was "to provide the profession with the first steps to a solution to the package deal problem." Their efforts resulted in the "bold, new" philosophy of Comprehensive Architectural Services.

What a difference a decade makes!

Ten years ago this magazine would not have featured a package dealer (such as the Campbell Group) except as an example of an unethical practice to be stamped out by new legislation.

Today, however, it would take architect with a tremendous amou of gall to stand up to a man like Fr Campbell and call him unethical. the first place his firm was recent awarded on of "Business Week" mag zine's Business Citizenship Award This recognition was only given to few national corporations and bu nessmen whose social environment programs represent extraordinary r sponses to the nation's most urge problems. And the Campbell Group inner city housing development pro ects certainly deserved such recogn tion.

Secondly, the president of the Cam bel Group, Deane Baker, was recent honored by various religious societi for his personal dedication as a ge eral industry chairman of The N tional Bible Week. Package dealer c not, such activity is certainly not u ethical.

And thirdly, it appears that th architects themselves are about t adopt a new "ethics" code which wil permit an architect to design 'and build his own buildings (thus tacitl admitting that perhaps the packag builders were right all along).

Our change in attitude toward ou competition is an encouraging, posi tive sign that the profession will b approaching the seventies with a mor mature perspective.

The profession of architecture wen through a very defensive, myopi period during the sixties. Sputni made the scientist and engineer th leader in society's efforts to solve socia and environmental problems. The in

tuitions and designs of the architect were out of step with the analytical approaches of the scientist and the business manager. But as the decade wore on, architects became more aware of the disciplined in using the scientific methodologies.

Today not only is the architect more familiar with scientific techniques, but the national mood has clearly shifted away from an absolute faith in science as a panacea for our nation's most pressing problems, a faith which carried us through most of the sixties. We watched with awe as we achieved our goal to put a man on the moon by the end of the decade. Yet we shook our heads at our inability to apply these same scientific techniques to solve such social and environmental problems as hunger, poverty, pollution, crime and housing.

In the seventies, the architect will have enormous opportunities to make an impact on the environment. Although the architect was a misfit in the "scientific sixties," the seventies will be looking for the leadership of creative men, such as the architect, who can creatively turn technology into action-oriented solutions to our problems.

The events of the past couple years, particularly the dissenting reactions to our policy in Viet Nam, are strong evidence that "the world of America is dehumanizing," according to "Life" magazine. "Capitalist enterprise, bureaucracy, industry and technology, corporatism — the whole gamut of American institutions and the basic assumptions that sustain them — are seen as having reduced the concept of humanity to that of an economic object. Against this image of what might be called 'economic' man-uptight, narrowly rational, sterile and basically selfish . . . the counter culture opposes the rival vision of spontaneous man, sensually liberated, creative, given more to feeling than intellect, 'doing his own thing' but always bound to the rest of mankind . . ."

This renewed emphasis on creativity and the individual is a significant and recent shift away from the philosophy which dominated most of the "scientific sixties." And for the architect, this shift means new opportunities.

Society will not turn wholesale to the architect in the coming decade, but clearly he has a major opportunity to capitalize on his combined capabilities as a disciplined technologist and creative problem solver. The success of the architect will, however, depend on his ability to work with the new forces dominating the development of our nation's environment.

Hopefully in the early years of the next decade the architect will learn to work with the major big business forces now becoming so powerful in real estate, construction and architecture. The architects' fight against the package dealer through most of the sixties was a wasted, negative effort from the beginning, and it would be equally as negative to look on firms such as Ford and Chrysler (who are also featured in this issue with Campbell) as detrimental influences on architecture and the status of the architect.

In the Midwest Research Institute study for the AIA's recent report by the Committee on the Future of the Profession, MRI predicts that, "The huge, well-capitalized, tax savings-oriented, computer-minded, multi-industry corporation — usually based in manufacturing but with significant operations in building, real estate and life insurance . . . looms as a central figure on the construction scene over the next thirty years. [Their] potential power . . . is astounding."

The MRI concludes from its observations that the success of the design professions in the building process will be a direct function of their ability to develop new working relations "with the countless others involved and affected" by the building process. This certainly includes corporations such as Ford and Chrysler, but also the Campbell Group and other developers.

The successful architect in this decade will boldly and actively search for opportunities to work with these new forces in the industry, rather than timidly waiting on the sidelines, clinging to tenuous past alliances. The seventies will be a decade of great opportunity for the dynamic, creative mind. The interested architect should take the advice Anthony Quinn gave to his young and cautious companion in "Zorba the Greek," where he said: "You've got everything except one thing . . . madness. A man needs a little madness, or else he never dares cut the rope and be free."

Paul B. Farrel, Jr., Vice President of the Property Development Group, Inc. of Ann Arbor and New York City, is an attorney at law, urban planner, financial consultant and architect.

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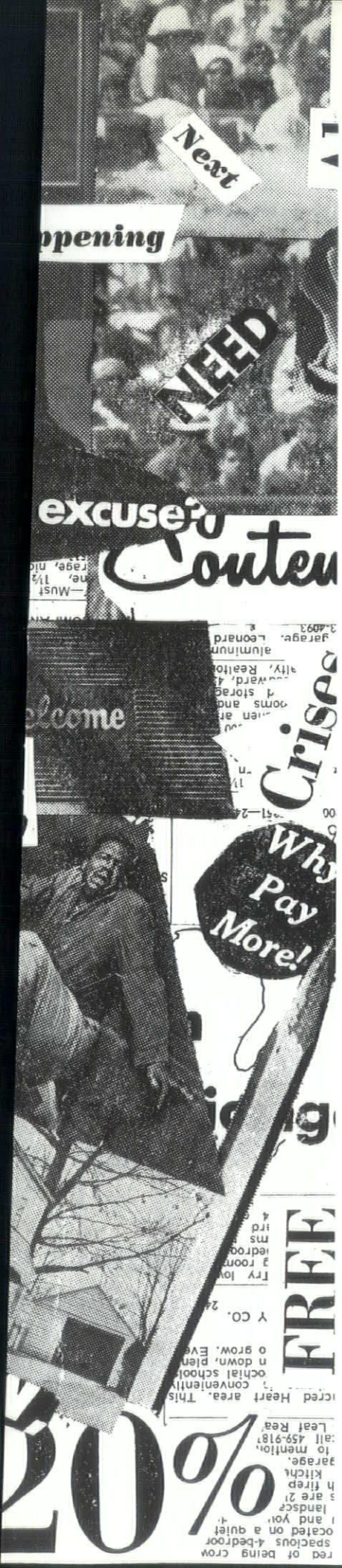

MSA

grand rapids 1970

PANTLIND HOTEL

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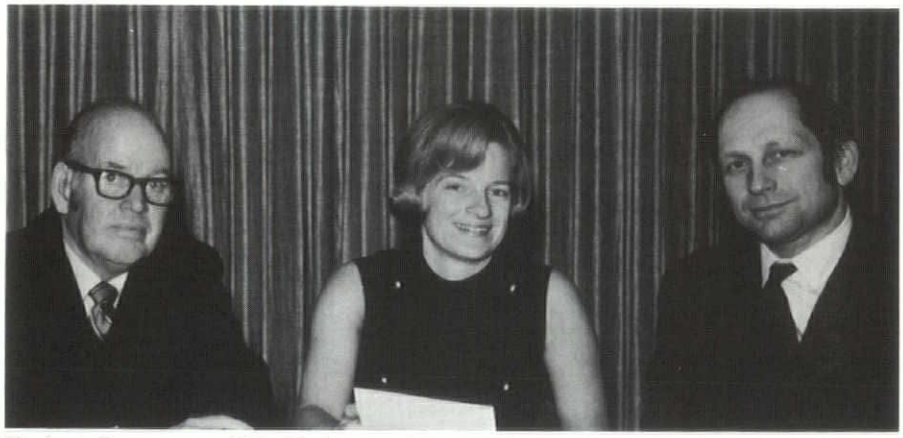

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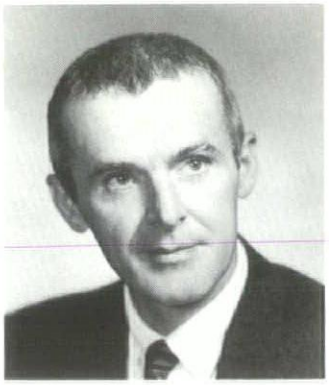


William Lyman, AIA
President MSA

Wednesday, March 4, 1970

10:00 A.M. Exhibitor Registration Open
Convention Center Exhibit Area

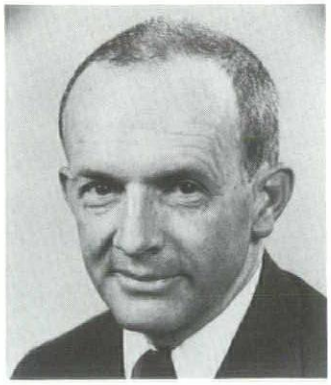
12:00 Noon Member Registration Open
Convention Center Exhibit Area

12:00 Noon Luncheon & Tour of Exhibits
Pantlind Hotel & Convention Center
MSA Board of Directors and Convention Committee
Sponsor—Producers Council of Grand Rapids

2:00 P.M. Judging of Exhibits for Awards by Chapter Presidents
Convention Center Exhibit Area

5:00 P.M. "Ground Breaker"
Convention Center Exhibit Area
PRIZE DRAWINGS
6:00 P.M., 6:30 P.M., 7:00 P.M., 7:30 P.M., and 8:00 P.M.

8:30 P.M. "On the Town"



Walter Sanders, FAIA
Regional Director

Thursday, March 5, 1970

9:00 A.M. Registration Desk Opens
Exhibits Open
Convention Center Exhibit Area

10:00 A.M. Business Meeting all MSA Members
William Slayton, Executive Vice President AIA
Robert F. Hastings, FAIA 1st Vice President AIA

11:45 A.M. PRIZE DRAWINGS
Convention Center Exhibit Area

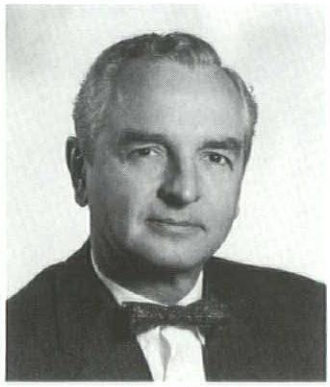
12:15 P.M. Buffet Luncheon with the Exhibitors
Convention Center Exhibit Area
Admission by Convention Badge Only

2:00 P.M. First Seminar
Pantlind Hotel Continental Room
"The Architect—A Developer"
Moderator: Jeanne Davern, Former Managing Editor, "Architectural Record"
Panel: James Luckman, AIA, President of Charles Luckman Associates
Edwin Homer, President of Chrysler Realty Company

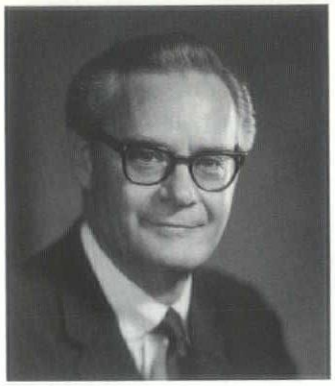
5:00 P.M. thru 7:00 P.M. "President's Reception"
Convention Center Exhibit Area
Cocktails with Exhibitors
Sponsor: Producers Council of Detroit

6:30 P.M. PRIZE DRAWINGS Exhibit Area

7:30 P.M. ANNUAL AWARDS BANQUET
Pantlind Hotel Grand Ballroom
Speaker: Rex Allen, FAIA, President, American Institute of Architects
Presentation of MSA Honor Awards & SMEAD Competition Winners



Rex W. Allen, FAIA
President, The American Institute of Architects



William L. Slayton

Jeanne M. Davern

Friday, March 6, 1970

9:00 A.M. Registration Desk Opens
Convention Center Exhibit Area

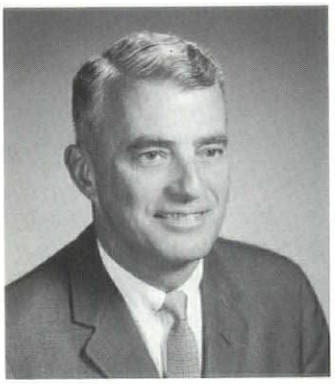
10:00 A.M. Seminar II
Pantlind Hotel Continental Room
"The Architect—A Developer"
Moderator: Jeanne Davern,
Former Managing Editor
"Architectural Record"
Panel: Key Kolb, AIA, Vice President
Harrell & Hamilton Architects
Dallas, Texas
(Others to be Announced)

12:00 Noon Buffet Luncheon with Exhibitors
Convention Center Exhibit Area

2:00 P.M. Seminar III
Convention Center Exhibit Area &
Pantlind Hotel
Moderator: Jeanne Davern,
Former Managing Editor
"Architectural Record"
Panel: MSA Members

5:00 P.M. thru 6:00 P.M. Tour of Exhibits and Cocktails

7:00 P.M. Host Chapter Party
Holly's Landing North
"Splash Down & Recovery Party"
Dinner & Dancing



Edwin N. Homer

Key Kolb

James M. Luckman, AIA

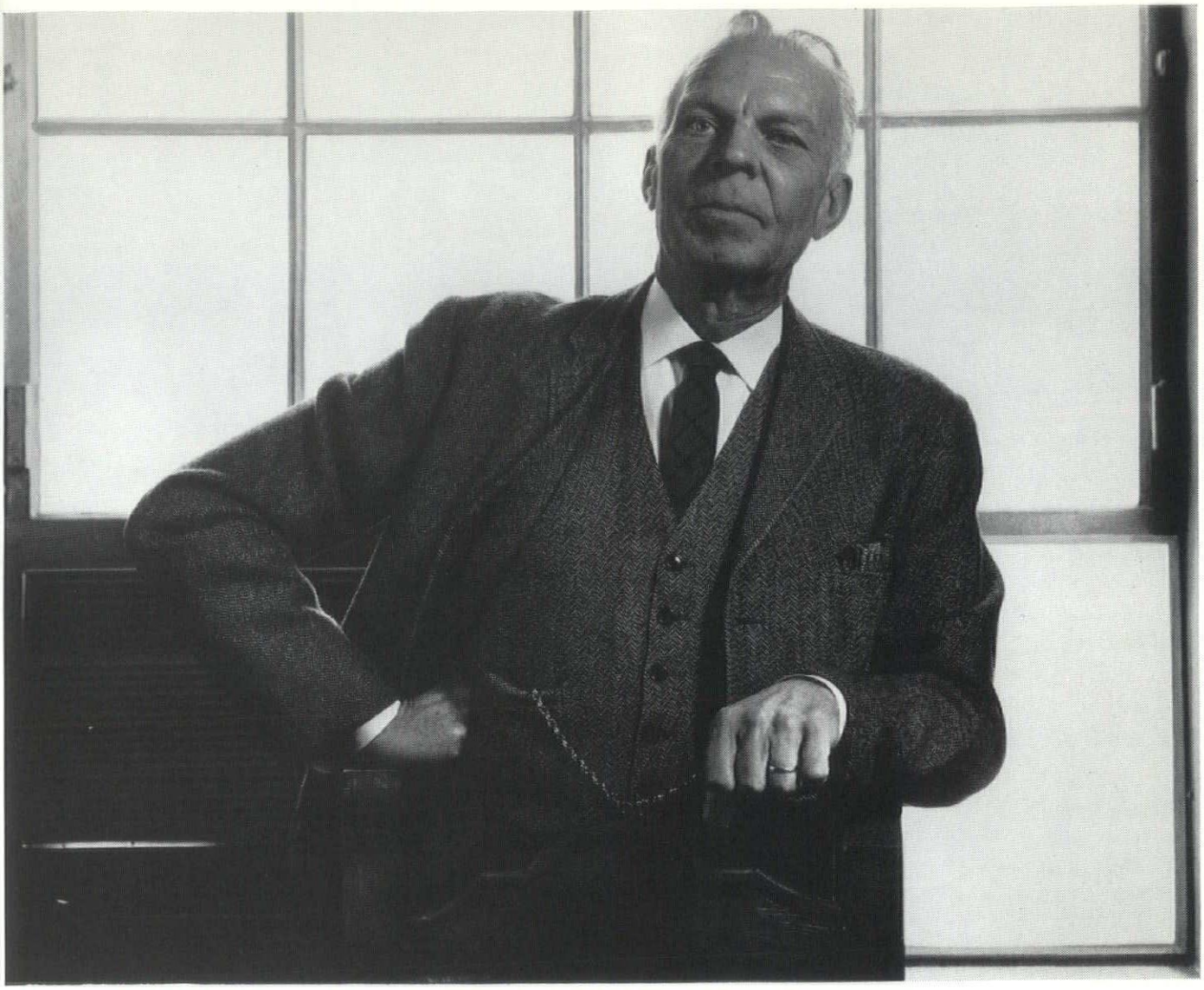
EXHIBITORS
56th ANNUAL MSA CONVENTION

Exhibitor

Abbott K. Schlain Co.
Aluminum Supply Co.
American St. Gobain
Stephen Andrews Co.
Architectural Brick
Architectural Research Corp.
Armstrong Cork Co.
Beaver Distributors, Inc.
Cellular Concrete Products, Inc.
Commercial Equipment Co.
Consumer's Power
Currier Lumber Co.
Detroit Edison Co.
Dow Chemical
Drafting Materials Inc.
Florida Tile—Plastic Sealers, Inc.
General Electric Textolite
Genesee Cut Stone & Marble—
Georgia Marble Co.
Glen-Gery Corp.
Georgia Pacific Corp.
Herman Miller, Inc.
International Thermostat Co.
(National Lumber Co.)
Kawneer Company, Inc.
LCN Door Closers

Exhibitor

Edw. C. Levy
Link Lumber Co.
Michigan Consolidated Gas Co.
Michigan Builders Supply
Miller Wholesale
Modernfold in Michigan
Moynahan Bronze Co.
North American Aluminum Corp.
Ohio Plate Glass Co.
T.L. Osberger Co.
Paddock of California
Plumbing & Heating Industry of Detroit
PPG Industries Inc.
Precast/Schokbeton Inc.
Edwin Raphael Co., Inc.
Showcase Corp.
C. Spiegelmyer & Son, Inc.
Standard Detroit Paint—
Ford Paint & Varnish
The Supersine Co.
Texas Instruments, Inc.
R. A. Toonder & Co.
United States Steel Corp.
Union Truss Co.
The I.T. Verdin Co.
Zonolite—Division Construction Products



Meet Roger Wently.
He's rich.
He's charming.

And his employees hate him.

You see, Roger owns his own business. Employs over 200 people. And these people are always a little cold in the winter. And a little hot in the summer. Result: They take it out on Roger. They call him a slave driver. A tyrant. And other assorted nicknames. And it's really too bad. Because Roger Wently could be loved by all. If only he'd convert that building to Gas.

Here's why.

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So if you're rich and charming, why not be a hero besides? All it takes is Gas. It can make one heck of a difference. Try it and see.

MICHIGAN CONSOLIDATED GAS COMPANY

Chrysler's Venture Into The Field Of Real Estate

by
EDWIN N. HOMER
PRESIDENT, CHRYSLER REALTY CORPORATION

Real estate has become an increasingly attractive diversification for industrial companies, and our country needs these skills and resources of the industrial companies in building for tomorrow. The needs are so great—and the problems so stubborn and complex—that only by developing a strong alliance of industry, real estate, and government can we hope to build the 60 million housing units we will need in the next 30 years, or secure the $3.5 trillion financing needed for construction of all kinds.

In the years ahead, I think you will see more and more industrial companies following Chrysler's lead into real estate. But Chrysler was on the leading edge of the wave. This diversification is a healthy trend—for the companies and for the real estate industry.

Chrysler's decision to vigorously move into real estate investments grew out of actions of the early 1960s to help sell more automobiles.

As one part of a program of improving market representation it was necessary to acquire land, and build and lease dealership facilities. And as more and more land and facilities were acquired, the amount of money tied up in these properties grew larger and larger. The dealerships were helping sell automobiles and trucks, but funds were being tied up that might be put to better use in other ways. At the same time, this practice was putting Chrysler deeper into real estate business.

To realize the profitable opportunities in realty, Chrysler established Chrysler Realty Corporation to take over the ownership and administration of these facilities, and to explore new avenues of general real estate investment.

Chrysler Realty was incorporated and began operations in September of 1967 with initial financing accomplished through the private placement of $100 million in 25-year promissory notes at six per cent.

Through the end of 1969 Chrysler Realty has been investing at the rate of more than $2 million a week with assets in excess of $375 million. For 1968, the first full

Minoru Yamasaki and Edwin N. Homer, president of Chrysler Realty reviewing a model of a portion of the business commercial complex of the Northfield Hills development.

year of operation, Realty generated a cash flow income of $7,700,000 of earnings before depreciation and provision for federal income taxes. Depreciation charged to operations amounted to $4.7 million.

Chrysler Realty's first responsibility is to administer automotive properties, develop new dealer facilities, assist in upgrading existing facilities, and acquire sites for future dealerships only when there is a clear need, and when private capital is not available.

But in addition to these investments which are tied to marketing operations, we are also moving into general real estate investment and development as an important, profitable, and promising corporate diversification.

In making these investments—we do not duplicate the function of the banker, the builder, or the broker. We depend upon the skill and experience of men who have already proven themselves in their own real estate specialty, and who are familiar with local zoning ordinances, building codes, property taxes, and particular local problems.

Realty's contributions come on the management side of the project. We can provide equity capital, and help the developer arrange for financing of larger projects. And because the projects are larger, the developer achieves economies of scale that would not have been otherwise possible.

The developer can supplement his own organization by calling on our management resources. Chrysler Realty has applied the same computerized systems approach to some of the real estate projects that the manufacturing organization has used in building automobiles. Beyond this, the developer can call upon our management staffs in the legal, purchasing, tax, engineering, public relations, and advertising fields to help control the rising costs of land, labor, and materials.

Some examples of the diversified real estate investment we have made are closely related to the needs for automotive dealerships.

For some years, the corporation had held a piece of property near the Loop in Chicago as a possible dealership site. A dealership alone, however, could not justify the high cost of the land. So Chrysler Realty undertook the construction of a six-story office building on this land, about a third of the space to be used by a Chrysler-Plymouth dealership. In downtown Honolulu we are considering a similar plan, combining a dealership with condominiums. Recently we purchased a square block in New York City between 11th and 12 Avenues and 41st and 42nd Streets in Manhattan. This is a particularly desirable location for a commercial development. The location can be easily reached from New Jersey or by the West Side Highway. And yet, any development along the edges of the island will not really add to the already heavy congestion in mid-town and lower Manhattan. Tentative plans are to develop a consolidated service center for our Chrysler, Plymouth, and Dodge dealers, with as much as one million square feet of additional office space available for lease.

In Monroeville, Pennsylvania after building a Dodge dealership facility we put up a 50,000 square foot building to be used as a retail facility—which is now advertised as the world's largest toy store.

But many projects have no connection with the automobile business. One of the most interesting fields of real estate investment and development is housing near college campuses to accommodate the millions of additional students who are expected to be entering college in the 1970s and for whom no on-campus housing is available. Chrysler Realty's first venture in this field of off-campus, student housing is a 1000- unit development in Tempe, Arizona, home of Arizona State. This will not only be a place to live, sleep and study but will include recreation, a swimming pool and complete food service as well. The first students have already moved into their new residence in Tempe. A second 700-unit student complex is under construction at Riverside, California for students at the University of California.

Other projects include Ocean Colony a 180-unit condominium project on the ocean front at Fort Lauderdale, Whitehall, a luxurious 165-unit condominium in Boca Raton, Florida. Recently we purchased a regional shopping center, called the Boulevard, in Las Vegas. We are also developing Geddes Lakes, a contemporary 360 unit rental townhouse project near Ann Arbor, Michigan. In Oakland County, Michigan, we own two properties totaling some 2500 acres. Long-range plans call for developing both these properties in harmony with the surrounding communities.

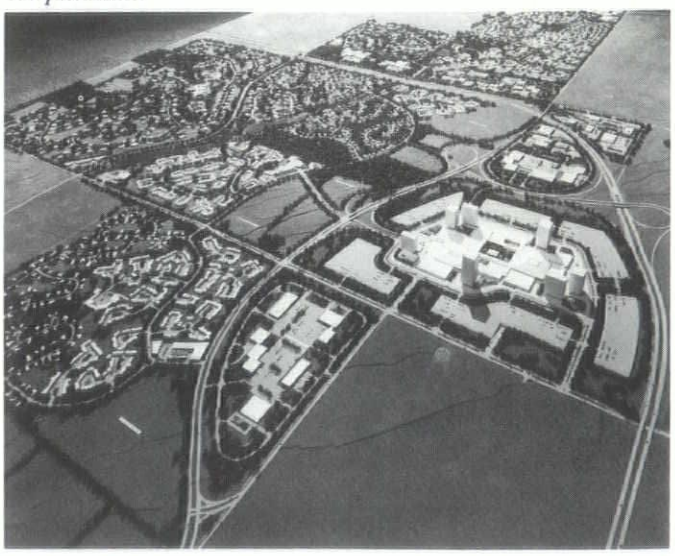
One of the properties is the 775 acre Wabeek Farm purchased from the family of the late Senator James Couzens. The other is adjacent to I-75 Expressway less than 20 miles north of downtown Detroit. This property is the site of our most ambitious project—the development of a new community to be called Northfield Hills, a totally planned new community with a recreation oriented living environment consisting of a balanced mix of homes, business and office developments to provide places to live, work, eat, play and shop. It is to be located on a 1,700 acre site in Troy, Michigan. It will be an irregular shaped two and a half square miles with a population of more than 10,000 people. It is the first totally new community, the largest development in the State of Michigan and the first of its kind under a new concept in zoning, Planned Neighborhood Development (PND).

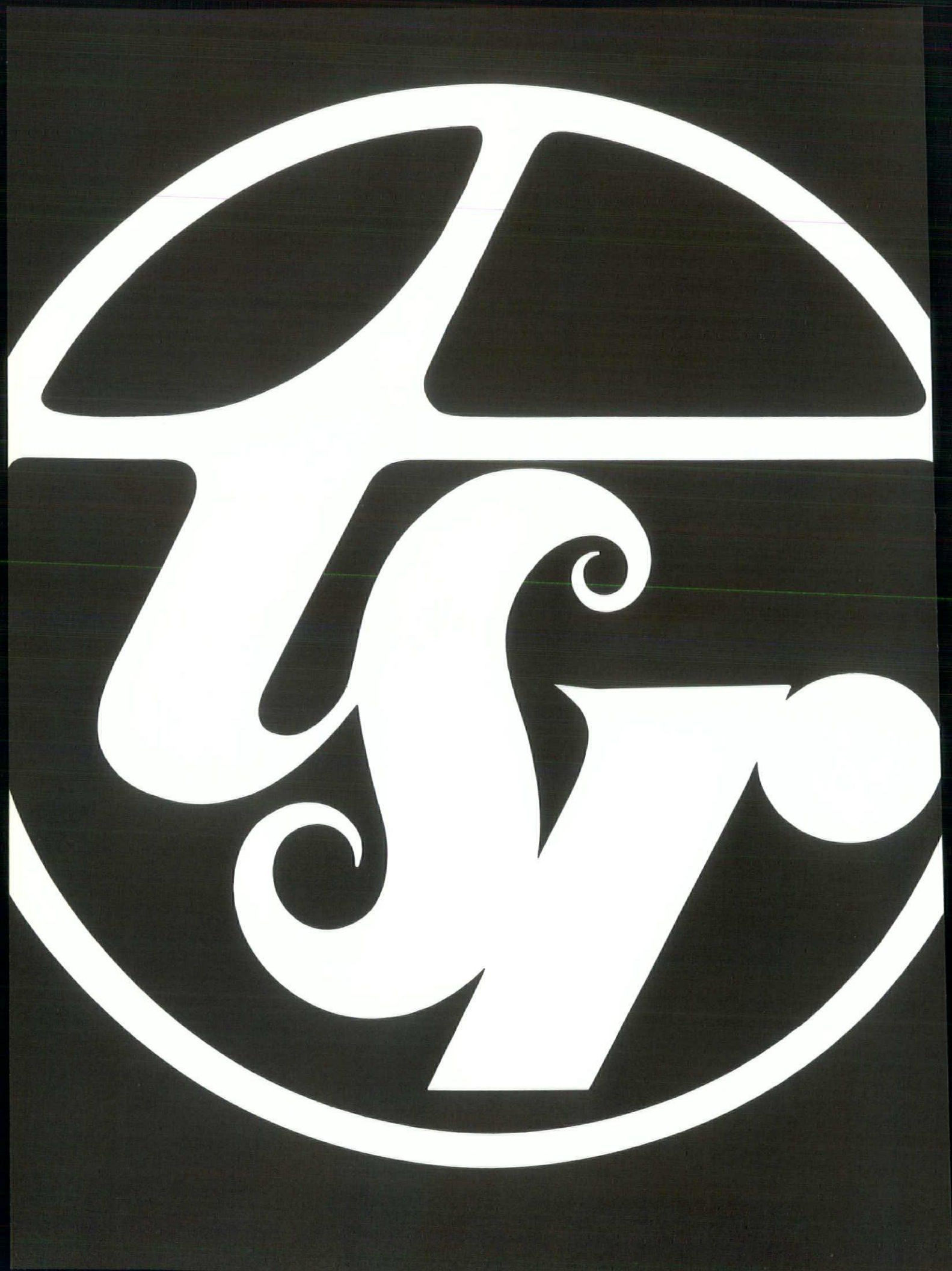
Plans for the new community are a culmination of more than two years of study and planning by Chrysler Realty and Troy officials. To develop the plans, Chrysler assembled an outstanding team of internationally known consultants headed by Minoru Yamasaki. The master planners consisted of Minoru Yamasaki & Associates of Troy, Mich. for overall architecture and planning; Raymond Keyes Engineers, Inc. of White Plains, N.Y. for site engineering planning; Carl L. Gardner & Associates of Chicago for land planning and the Chrysler Realty staff.

Northfield Hills will consist of four related yet independent neighborhood units and a 190 acre regional shopping center and business complex. Neighborhood units will have single family residences, townhouses, schools and

(Cont'd page 28)

Scale model of Northfield Hills, a 1700 acre development in Troy, Michigan, being developed by Chrysler Realty Corporation.





astute architects and engineers rely on it, with good reason

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FORD MOTOR LAND DEVELOPMENT CORPORATION A SUBSIDIARY OF FORD MOTOR COMPANY

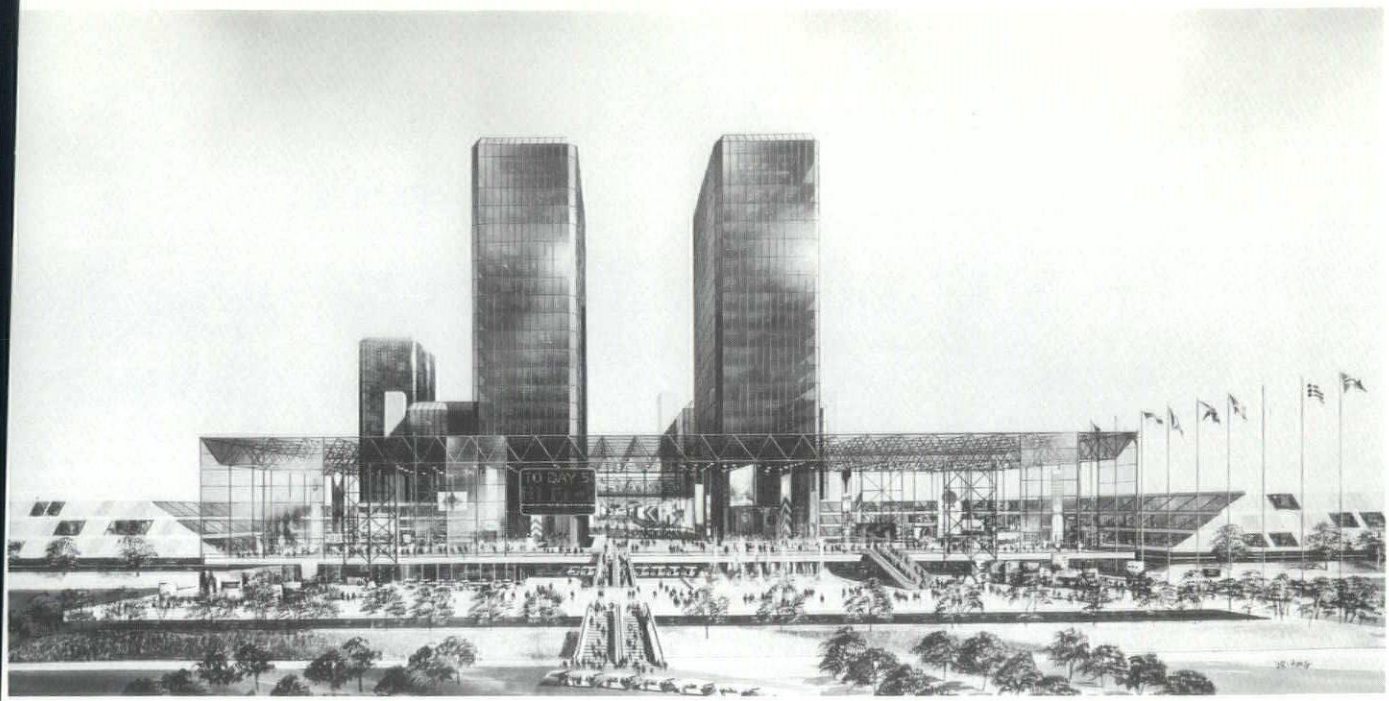
Ford Motor Company announced plans to enter the real estate and development field with a December 10, 1969 announcement by Mr. Henry Ford II, Chairman of the Board of Ford Motor Company. The first development to be undertaken will be the development of the Company's lands surrounding the corporate headquarters in Dearborn.

Ownership of the properties by Ford dates back as far as 1915, when the late Henry Ford acquired a portion of the lands that will be developed. Considerable thought and study has gone into the feasibility of development of the properties and in 1968, Economic Research Associates, a leading real estate research firm, was retained to do a complete study of the development potential of the Dearborn properties. Simultaneously, the Company also retained William L. Pereira & Associates of Beverly Hills, California to create a master land use plan. The study completed by Economic Research Associates was to be used as the guideline for the master plan.

Determinations were made by management that the property would be developed to its highest and best use, and 2360 acres were allocated for development. The Company owns over 4500 acres in the area, which includes lands occupied by various Company operations.

Our primary objective is to create a development that is an asset to the community as well as to the Company, and one that is profitable financially and operationally. The development of this property will be a real challenge; and a fine opportunity will exist for architects to demonstrate their talents that will be necessary to make this successful.

Hotel Towers — Here is an architectural concept showing how the town center area of Ford Motor Company's proposed Dearborn, Mich., land development project might appear. Hotel towers in the center extend from an "urban spine" running between the office towers at left. A wide variety of facilities could be incorporated architecturally into the "spine" system.



Gateway to Town Center — This conceptual view shows suggested gateway to the town center of Ford Motor Company's proposed Dearborn, Mich., land development project. The view looks west with twin office towers in the foreground and hotel towers in the left background.

The professional architect will play an important role in the development and success of the Dearborn properties. However, it is not without reservation that architects are considered in the design of facilities. The volume of work that has existed for past years has given most architects more than they could at times handle, and the result has been designs less spectacular and imaginative than should have been the case, and at costs that could have been more closely controlled.

Listed below are five major items that are considered important for good architecture.

1. An architect should be creative, imaginative, and at times adventuresome in his designs.
2. An architect must be mindfull of the economic factors important to the financial success of the development. Controlled costs and evaluation of the most efficient building materials and systems are important contributions. An architect should avoid the position that the outside beauty is sufficient to outweigh the excess costs.
3. An architect should give careful study to the small details that often have a large influence in the outcome of a building. Details such as interior decor, color schemes, selection of light fixtures and hardware all are important to accomplishing a finished look of quality.
4. An architect should consider the outside influences in the design of a facility. Existing buildings, highway exposure and access all have a definite bearing on what the design characteristics should be. It is often necessary for an architect to make his position known, even though it may be opposed to the desires of a client.
5. An architect should be a good site planner. A well designed building located poorly on the property often destroys much of the success. Site planning in terms of building location, proper setbacks, access, improved parking and hidden service areas are extremely important. Control of the landscaping and signs by architects further add to the beauty of a new building.

Architects Influence the Destiny
Of Development for the Future

Architects today, more than any other group, will influence the success and direction of development and growth of our communities. Poorly designed buildings are

Shopping Mall — This view indicates how a shopping mall can be incorporated into an "urban spine" system, as proposed by William L. Pereira & Associates for Ford Motor Company's land development program in Dearborn.

certain to have a short life, and in many cases shorter than the term of the mortgage. We live in a more sophisticated society with people demanding better quality, better surroundings, better atmosphere and better environment. The office buildings, shopping centers, industrial buildings, residential buildings or recreational buildings, designed with an eye to the future, will be the facilities that have a longer lasting, stable value for the owners.

Architect/Client Relationship

Much criticism has been directed toward architects that they do not deserve. Criticism of over-design, improper materials and floor plans that are not functional all find their way back to the architect very quickly.

I believe very strongly that the owner or client has a

(Cont'd page 29)

The Challenge of The '70's

By Deane Baker

Deane Baker, experienced in a wide range of construction activity in the U.S. and abroad, is president of the H. F. Campbell Company and the four other firms that comprise the Campbell Group. These companies build industrial and commercial structures and multiple inner-city housing, manufacture building components, conduct research on building technology and develop industrial, office and research centers. Headquarters of the Campbell Group is in Detroit, with other offices in New York, Chicago, and Stuttgart, Germany. Mr. Baker is a graduate of the University of Wisconsin and the Harvard University Graduate School of Business Administration.

The 1970s offer us a greater promise and challenge to create a "new America" than any past decade in our lifetimes. Opportunities to rebuild American cities, better house our people and develop totally new communities excite all of who are part of America's great creative building complex. Normal economic growth combined with the allocation of an increasingly significant portion of America's gross national product to construction will bring opportunities unparalleled in the lifetimes of today's professionals. Creative, innovative and insightful talent, combined with broad vision can allow unlimited personal fulfillment for the professional.

The coming decade will be distinguished by accelerating change—technically, economically and professionally. The building industry will trend to foster consolidation into more efficient units of enterprise, structured to meet the total challenges of the decade. A riptide of change has already forced many elements of the industry to combine, creating two major new phenomena.

First is the advent of corporate developers wholly owned by huge industrial firms and consequently destined to share in the tremendous growth anticipated by their parents.

Second is the emergence of highly professional and efficient management, construction and development-oriented groups that offer a broad spectrum of services under one management. These services include feasibility studies; consulting, design, architectural and engineering capabilities; construction; contract administration; land use and acquisition consultation and often even include building products manufacturing. These developers rely heavily on computerized information and have ready access to major sources of development and construction capital.

During the 70s I expect to see a strong trend for corporate and other clients to seek out and retain firms that can provide total solutions quickly and at lowest possible costs to solve increasingly complex problems. Solution-oriented firms will play the major part in building during the decade and there seems little doubt that intense competition will evolve between giant corporations' development departments and large independent developers. Both protagonists can be expected to grow as they savor the fruits of achievement and prepare to meet greater and greater challenges.

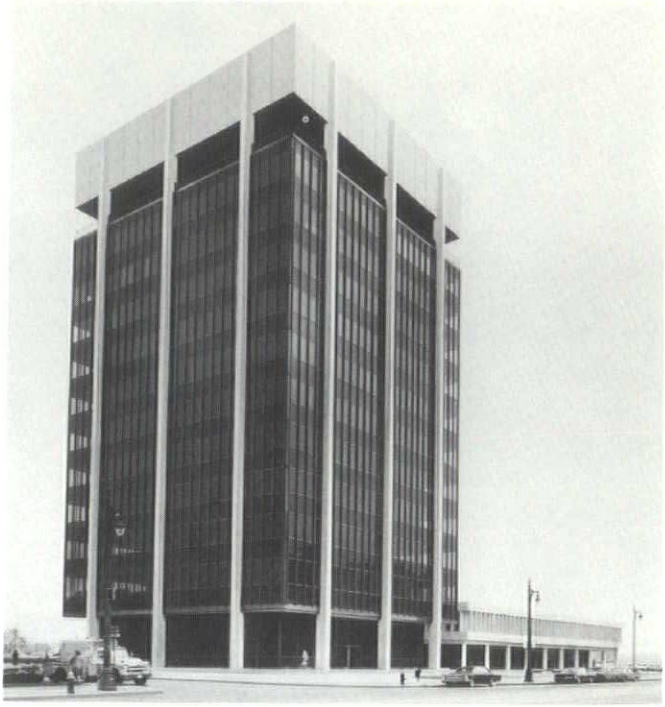
On the other hand, several factors are combining to limit opportunities for independent professionals. These factors include the increasing complexities of life caused by swelling urban populations and attendant problems of political control, transportation, crime and environmental pollution. In addition, there are problems of high land costs, continually rising interest rates and the growing expense of materials and labor.

Control of the inflationary spiral is vital to the building industry, but despite federal efforts to date, the long-term trend toward increased costs seems doomed to continue, though perhaps at a reduced rate. It will therefore become increasingly difficult for an independent architect or contractor to compete alone while offering only a single service.

The building industry is growing more mobile, and both the corporate and private developers must seek opportunities on a nationwide basis. Today's opportunity may be in Philadelphia, tomorrow's in Phoenix. The development department of a corporation may have a staff of hundreds and almost unlimited funds at its disposal. The parent corporation provides a captive client for new buildings and land developments. Further, the large corporate developer will have relatively easy access to capital. The parent corporation, spurred by the knowledge that land development often offers a higher return on investment than manufacturing, will press aggressively for a share of real estate profits.

An independent developer can compete successfully with the corporate giant by using a flexible approach and can often operate without the checkrein of stockholder pressures or overly cautious directors. Necessary funds are available to the independent through insurance companies, pension funds and real estate investment trusts. Major lending institutions or other corporate entities offer excellent opportunities for joint ventures with a developer who can perform successfully. But to perform he must control the entire development situation. This does not necessarily mean he must be architect, planner, banker and builder all in one, but he must be fully aware of the total problem and have ready solutions. Environmental and structural design are certainly important, but efficiency, economy, feasibility and financing are also critical to success.

The experience of the Campbell Group illustrates this viewpoint. The Campbell Group, while it adopted this name only three years ago, is an amalgam of five companies, the largest being the 40-year-old H. F. Campbell Company,



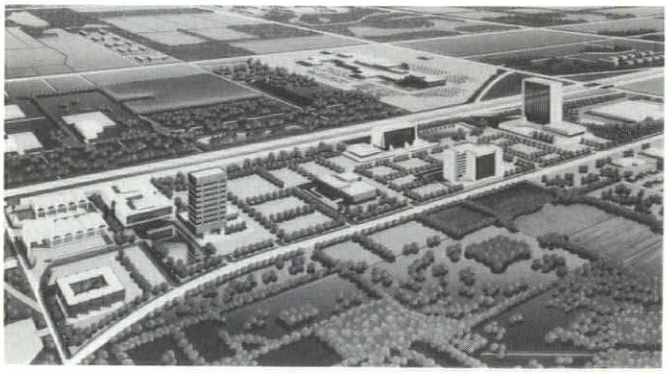
The first two buildings of Professional Plaza, office and service complex in the Detroit Medical Center, are now nearly fully occupied.

which builds commercial and industrial buildings. The other firms in the group build multiple housing; develop industrial, office and research centers; manufacture building components and conduct field research on new building technology.

The Campbell organization during the last 20 years has evolved an expanding philosophy of how to best develop industrial, commercial and office parks. Land use and development styles are major factors. The industrial park at 14 Mile and Dequindre roads in Madison Heights is an excellent example. Here 100 acres of land were developed according to a professionally executed plan, then were aggressively marketed.

Thirty-three buildings, primarily industrial plants, were constructed with a total value of more than $25 million. Land sales exceeded forecasts, and all the sites were sold and most of the buildings were constructed in five years. Rigid restrictions on physical aspects of design, construction and land use helped create a quality industrial park—efficient and, we believe, attractive. The buildings in the park continue to increase in value, and mortgage lenders offer a priority for loans in the well-developed and maintained setting. The companies of the Campbell Group offered a total construction approach for development of the park, yet made land available to outside firms that wished to build using their own independent architects and contractors. More than half of the buildings were constructed by others.

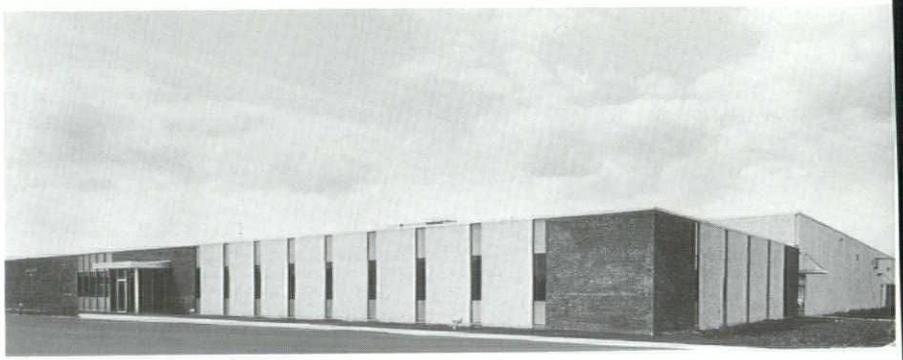
A second, and very different, example of the Campbell Gorup's expanding philosophy is the Professional Plaza at 3800 Woodward Avenue in the rapidly developing Detroit Medical Center. In 1964 the Campbell organization bought approximately 13 acres of urban renewal land from the City of Detroit and agreed to develop the property on a medically-oriented basis with limited commercial construction. Approximately 130,000 square feet of office space has been built and rented, including a 12-story medical office tower and a two-story connecting building devoted to paramedical services and commerce. Future construction of two additional office towers, a general purpose office building, a motel and parking structures is anticipated. The architectural and planning firm of Crane and Gorwic Inc. was retained for site planning and design and worked closely with Campbell Engineering Inc., a firm that is totally



An artist's view of the office park being planned for the former Robbins Airport property in Troy. Oakland Mall is in the background and beyond it is a planned industrial park. I-75 runs between the two developments and borders the one in the foreground.

Deane Baker examining an arist's rendering of a building proposed for a client.

One of the four buildings at Nagel Plaza, a 24-family, low-cost housing development at 12th Street and the Fisher Freeway, Detroit.



Typical of the buildings constructed by the H. F. Campbell Co. is this distribution center and showroom built in Taylor for RCA.

independent of the other Campbell companies and is owned by registered professionals.

In 1968 Campbell accepted what appeared to be a major test of our philosophy and capabilities. Together with the New England Mutual Life Insurance Company we bought 75 acres of mostly vacant land in what only a few years earlier had been the thriving Chicago stockyards. With the cooperation of the federal government and the City of Chicago, approximately $1.5 million of private funds were spent to develop utilities and streets in harmony with Chicago's master plan, which had already programmed $5 million of federal funds in a broad federal redevelopment of the entire stockyards area. Now, only 18 months later, $10 million of construction—three manufacturing plants—is nearing completion under the direction of the Campbell organization.

Mayor Richard Daley and the City of Chicago insist that the principal marketing effort be toward firms that will open new employment opportunities for inner-city residents.

One further example of cooperation between a primary financial source and a full service developer is the recently announced joint venture in Troy between the Campbell Development Company and New England Life. A total of 180 acres of land was purchased, including 80 acres alongside I-75 between 14 and 15 Mile roads and known as the former Robbins Airport. A second parcel of 100 acres lies just to the east of I-75 adjacent to the Oakland Mall shopping center.

It is anticipated that the parcel alongside I-75 will be developed into an integrated office park and will be, in our opinion, the best planned and architecturally satisfying complete office complex in Michigan. The 100-acre parcel will become an industrial and research park, possibly including some commercial development. When both developments are completed, it is expected that $125 million of new construction will have been undertaken. Campbell will work closely with a nationally-known land planner and several architectural firms together with Campbell Engineering Inc.

While the Campbell organization developed its competence in the field of industrial and commercial buildings, it has become increasingly evident that the application of new techniques—call them computerization and modularization—is desperately needed to ease the nation's housing shortage, especially in creating homes for low and middle income families.

Consequently, in 1968 we developed a total plan for a small (24 unit) housing project, Nagel Plaza, at 12th street and the Fisher Freeway in Detroit, where we attempted to use every construction innovation that showed promise of reducing costs or time in the erection of housing that would pass the tests of design, esthetics, comfort, endurance and maintenance.

Nagel Plaza was sponsored by the Metropolitan Detroit Citizens Development Authority (MDCDA) and had extensive cooperation from federal, state and city government bodies, construction trade unions and a number of companies that donated materials and technology. Companies that made significant contributions were The Dow Chemical Company, Intercon Research Inc., Detroit Edison Co., G. & W. H. Corson Co., Edward C. Levy Co., Marblehead Lime Co., Cooke Contracting Co., Midwest Asphalt Co., Testing Engineers and Consultants and Hay-Con Tile Co.

Nagel Plaza now stands occupied; many of the experiments proved highly successful. On the strength of this project Campbell Modular Building Inc. is now completing the first part of a 481-unit project, Martin Luther King Homes, in the Elmwood redevelopment area on the near East side of Detroit at East Lafayette and St. Aubin. This project is sponsored by the Ralph Bunche Community council and the MDCDA which together formed the Martin Luther King Nonprofit Housing Corporation which owns the homes.

Campbell is working closely with professional firms: James M. Leefe, A.I.A., a partner with Ezra D. Ehrenkrantz in the San Francisco firm of Building Systems Development, is the architect; the London, England, firm of Llewelyn-Davies, Weeks, Forestier-Walker and Bor did site planning and development and landscape design, and Campbell Engineering Inc. prepared construction drawings.

Homes in the development will range in size from 480-square-foot efficiencies to 1,400-square-foot four and five-bedroom townhouses. Martin Luther King Homes are being developed for the inner-city as a "total community" in the fashion of developers working for a more affluent segment of the population in the farther reaches of suburbia. While

(Cont'd page 29)

DOES FORMSPRAG PREFER ELECTRIC HEAT TREAT FURNACES?

They've installed four, plus a rotary.

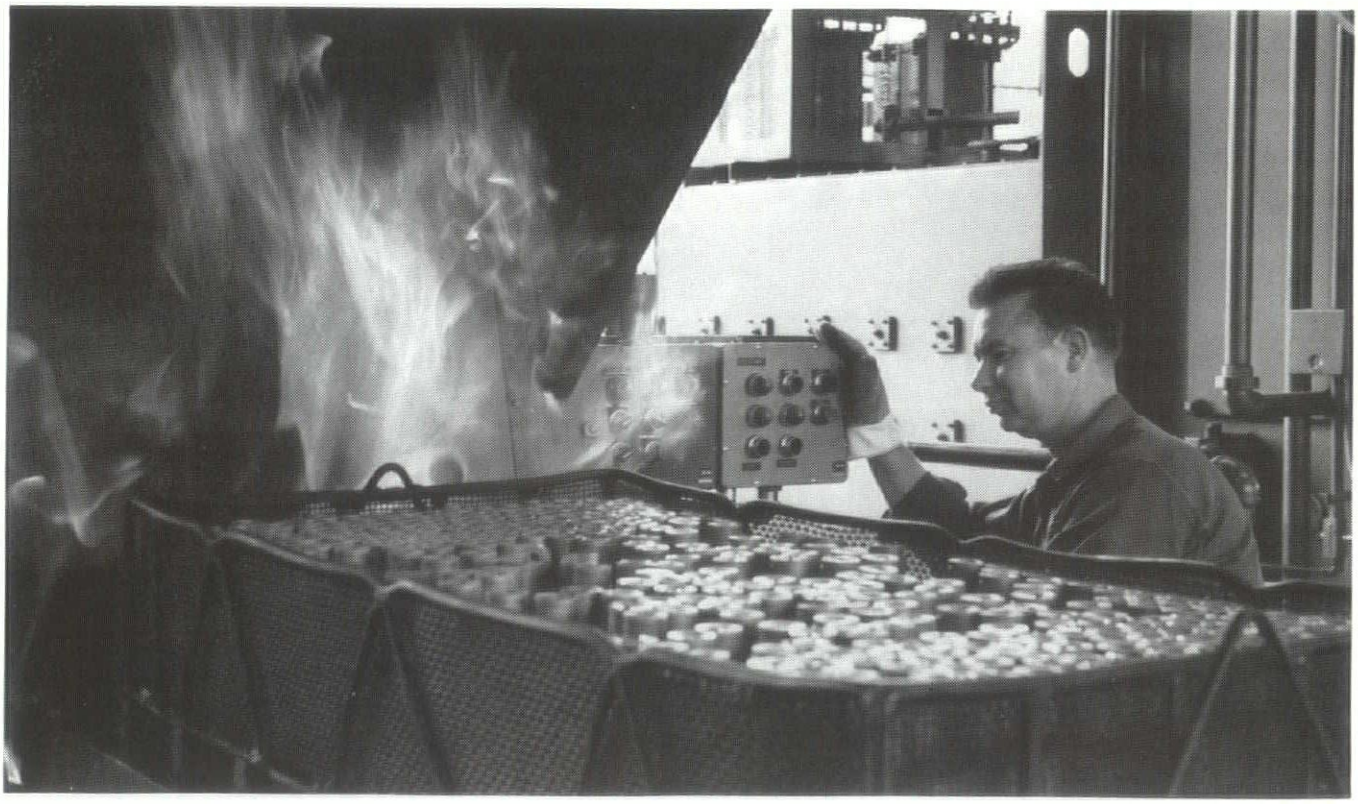
Formsprag Co., Warren, Michigan, manufactures a line of precision, over-running, centrifugal and multiple disc clutches and no-back devices. In use, they range from heavyweight clutches for 1000-hp motors to jewel-like units in jet aircraft throttle controls. With such critical uses, rigid quality control is an obvious requirement, no need to talk about it.

Given a choice between gas-fired and electric heat treat furnaces, Formsprag settled on electric. The first, installed in 1964, has led to three more just like it plus a rotary electric. In four and a half years, no element has been replaced.

Ask Mr. Charles Bayless, Heat Treat Superintendent at Formsprag, why they chose electric—not once but five times—and he'll summarize by saying that electric furnaces are the modern way to gas carburize. That, for Formsprag, initial cost is roughly the same as gas; maintenance cost is manifestly less. That a heat treat bay will be cooler and cleaner. That, by comparison, electric furnaces add nothing to our air pollution problem.

Aren't electric furnaces worth looking into?

Ask EDISON



This electric furnace can and does operate continuously, with the department manned only 14 out of 24 hours.

VIEWS ON INTERIOR DESIGN

Anna Kenedi, President, Walter J. Duncan Associates Inc., is a graduate Architect from the University of Budapest, Hungary. She did post-graduate work on a Rockefeller Scholarship at the University of Vienna in Industrial Design and Space Planning. In Detroit, she worked for Albert Kahn Associates, Inc., and as an Interior Designer for the J. L. Hudson Company's Contract Division as well as being Chief Designer for the Robinson Furniture Company, Contract Division. She is a member of the American Institute of Interior Designers.

The interior design firm assigned to a new job should make a strong effort to grasp the architect's feeling for the total design. Total design implies an understanding of architecture as a single statement, a creative response to a set of environmental needs. These needs are structured to create space which, by the creative use of daylight, artificial illumination, and landscaping, help people to utilize it productively and enjoy it esthetically.

In beginning the interior designer must recognize the necessity for designing the interiors as an integral part of a total visual experience. The sensible, practical and economical way to achieve this design continuity is through creative "team work".

Good "team work" doesn't just happen. The number one requirement is that each member of the team be qualified and excell in his profession. While in most cases "team work" is not an easy proposition it is still easiest when worked from the "ground up".

In a broad scope it may be advantageous to some degree to be involved in the interiors before the final design of the building has been completed. We like to be at work a year before the building is completed.

Increasingly, architects are beginning to become conscious of the value of close coordination of the interiors. For those firms without their own interior design department who wish to control the selection and coordination of the interiors, a contract including interiors with their client is advisable. Interior consultant's services are frequently divided into the following categories:

A. Interior design fee for the selection of hard finishes and built-ins.

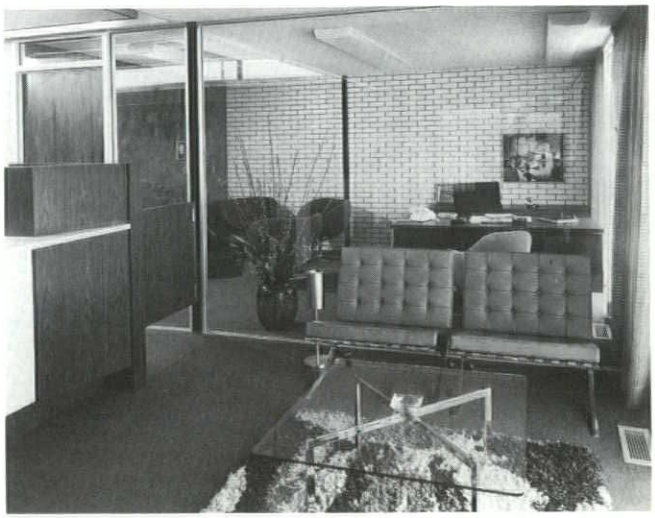
B. Plan and specifications for movable furbishings.

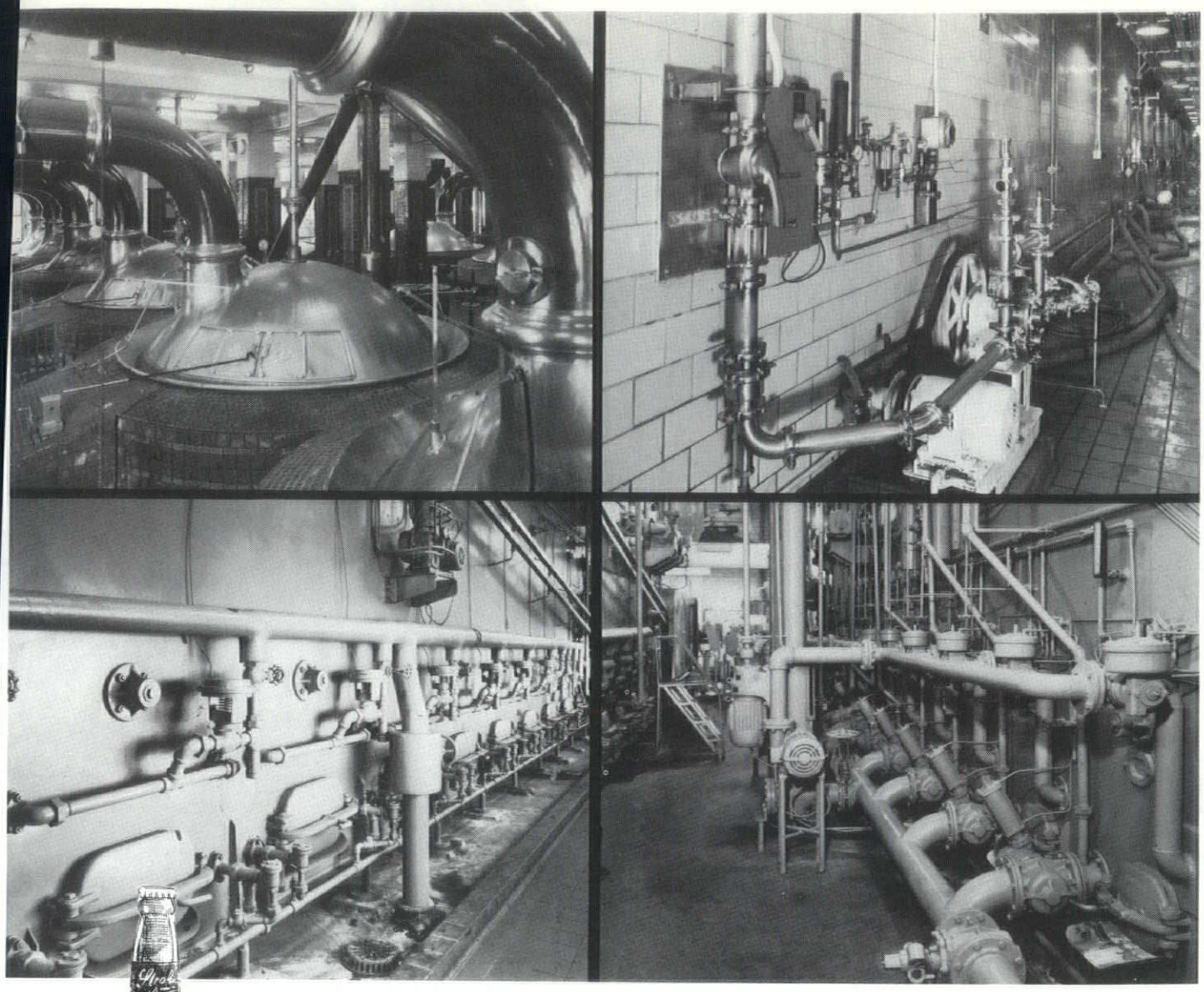
A competent interior designer should be able to give the architect information on the firm's fee with a detailed description of the work involved. This fee should be determined either on an hourly basis as a consultant or as a flat fee to be based on an hourly estimate of each project. In both hourly design fee estimates and flat fee estimates the interior design firm should guarantee a ceiling or maximum charge for their services.

Unfortunately our profession does not have an official license or code of professional practice. The only effective guideline we may look to is the standards of practice used by the architect. Not surprisingly, with good professional standards, it is possible to find just the right services to fit the client's needs.

The Taylor Governmental Employees Credit Union is an excellent example of successful coordination between the design consultants of Walter J. Duncan Interior Design Associates, Inc., and Volk and London Architects, Inc. This small jewel-like project is placed on an elevated platform and extended around a beautifully landscaped court in which Landscape Architect John Grissim designed a dramatic floating granite fountain.

The earthy browns, reds and oranges in the interiors lend considerable warmth to the precisely expressed structural system of the building. An Eileen Auvil area rug provides a beautiful setting for the lounge area. The total visual impact, inside and outside, shows design team work at its best.





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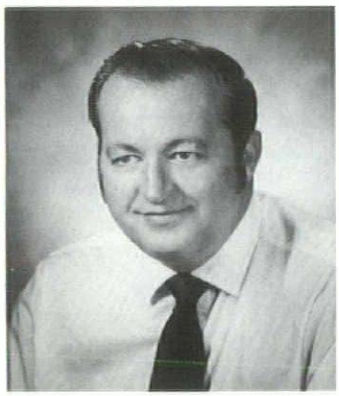
TMP — Thomas J. Lucas, Jr., Named Chief Architect

Thomas J. Lucas, Jr., AIA, has been named Chief Architect of Tarapata-MacMahon-Paulsen Associates, Inc., of Bloomfield Hills.

In his new assignment, Lucas will coordinate the work of the architectural and structural, mechanical, and electrical engineering departments in addition to heading the architecture department of Tarapata-MacMahon-Paulsen Associates.



Lucas has been a ten-year associate of Glen Paulsen, a principal of TMP, and 22 years experience in architecture includes positions as coordinator, project manager, and architect on educational, industrial, and institutional buildings.

A native Detroiter, Lucas attended the University of Detroit and Lawrence Institute of Technology. He is a registered architect in Michigan and a member of the AIA, Building and Research Institute, Construction Specifications Institute and the American Society for Testing and Materials.

Elliott Carroll Named to Number Two AIA Post

Elliott Carroll, FAIA has been appointed Deputy Executive Vice President of the AIA, William Slayton, AIA Executive Vice President said that Carroll will be the second ranking staff officer.

Carroll first joined AIA national headquarters in 1960 and served as State, Chapter and Student Affairs Director, Director of Professional Services, and, since 1965, Director of Public Services. He will continue the public services post in addition to his new duties.

The AIA's new deputy chief has handled a wide variety of assignments, including urban design, international relations, medical and educational architectural programs, AIA awards, public information and this year the AIA's new programs to help the poor enter the design profession and to protect and advance the nation's environmental quality.

The Institute's housing and government affairs programs are among departments under his supervision.

New Office Established by Lifshay

A new office has been established for the practice of architecture, planning and urban design at 195 W. Nine Mile Road, Ferndale, by Morris A. Lifshay, AIA.

An environmental design team of professional consultants in architecture, planning, engineering and construction will join with Lifshay in service to his clients.

Lifshay is a graduate of the University of Oklahoma with a bachelors degree in architecture. He holds a masters degree in urban planning from Wayne State University. He is a member of the American Institute of Architects and an associate member of the American Institute of Planners.

A native Detroiter, Lifshay attended Stuyvesant High School in New York City and the College of the City of New York prior to studying architecture with Architect Bruce Goff at the University of Oklahoma.

Engaged in the practice of architecture and planning in Texas and Michigan since 1951, Lifshay was associated with the office of Yamaski and Associates, Louis G. Redstone Associates, Wayne State University, the City of Pontiac and most recently as an associate member of the firm of Crane, Gorwic and Shrem.

Sims & Associates Expand Staff

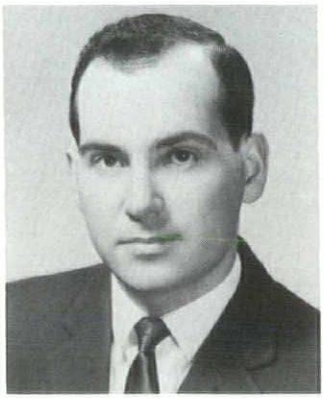
Howard Sims and Associates are pleased to announce the addition of Fritz K. Homann, AIA, to their staff as a Principal of the firm and Director of Production.

Formerly an Associate in the firm of Tarapata-MacMahon-Paulsen Associates Homann was head of the Architecural Department. He was previously employed for several years with Albert Kahn Associates and Harley Ellington Associates.

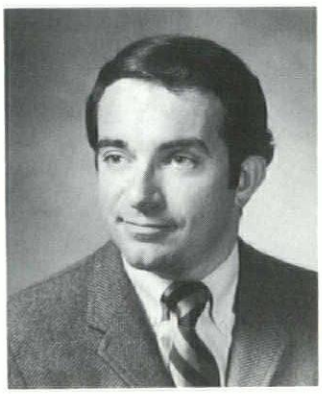
A graduate architect of the Institute of Technology in Hannover, Germany he is a member of the AIA and the MSA.

Bertram & Van Neck Join Rossetti/Associates

Louis A. Rossetti, President of Rossetti/Associates Incorporated, announced Gary S. Van Neck, AIA and Frederick A. Bertram, AIA have joined the architecture-planning-engineering firm as associates. Both worked on the design team at Giffels & Rossetti, Inc. They bring with them expertise in environmental design and space planning, as well as considerable experience in research and development. Their extensive capabilities and experience are in keeping with the firm's philosophy of providing the broadest possible range of integrated architectural, planning and engineering services.



Van Neck was most recently project designer for the new Blue Cross/Blue Shield Service Center in downtown Detroit. He also served as project architect for many institutional projects as well as medical complexes.



Bertram will be associate in charge of research and development for Rossetti/Associates Incorporated. He most recently completed the design of a new Research Center for Alcoa Company in Merwin, Pennsylvania which resulted in the use of a new product material for the corporation.

Levy Appointments

The Edward C. Levy Company announces two new executive appointments. Robert M. Holland has been named Director of Marketing, and Harold G. Poulin has been named Director of Sales.

Holland has been with the Levy Company for 14 years. His new duties wil consist of representing Levy and its affiliate companies to architects, engineers, and professional and public agencies and trade associations.

Poulin's responsibilities will include the sale of construction aggregates produced by the Levy Company affiliates. These aggregates include slag, sand, gravel, limestone, Slagcrete, etc. Prior to his association with the Levy Company, Poulin, a graduate engineer spent 5 years as Regional Manager in the St. Louis area with the Dundee Cement Company.

Robert M. Holland

Harold G. Poulin

The departments headed by Holland and Poulin will be working together closely to bring additional and broader services to Levy customers in the field of aggregates.

Practical Computer Applications in Architecture

"AIA cooperation with Computer Technology, Inc., Dallas, Texas, will present a four session series entitled "Practical Computer Applications in Architecture", as part of the AIA Professional Development Program for 1970. Each of the four sessions will be of 1½ days duration, and will be completely self contained so that you may attend any or al sessions as you desire. The first 4 session series will be conducted at The Harvard Graduate School of Design, Cambridge, Massachusetts, on March 6-7, March 20-21, April 3-4 and April 17-18.

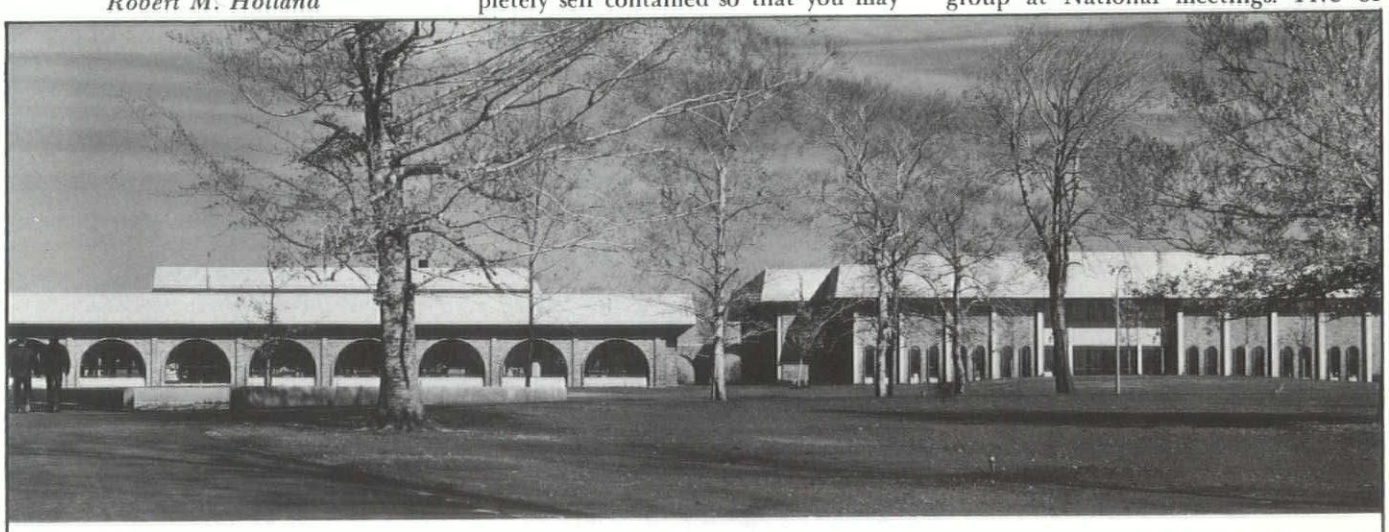
The session subject titles are:

Building Programming and Schematic Design, Design Development Applications, Schematic and Construction Cost Applications, and Contract Document Applications. The fee for AIA members will be $100 per session. The Boston Society of Architects will serve as the host chapter. A circula describing the course, the lectures, and registration procedure, will be distributed to each AIA member during the first week in February. The sessions will be repeated in Chicago, San Francisco, and Atlanta, starting in May, August and October."

CEC Elects Officers

Carl A. Giffels, the new President of the Consulting Engineers Council of Michigan has announced CEC's board of directors and officers for 1970.

CEC/Michigan is directed by a nine man board elected by 49 member firms. On the board is President-Elect, Joseph Bobbio. He will be president in 1971. Felix Anderson is the National Director and represents the group at National meetings. Five of



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the board members represent the different engineering disciplines in CEC. The Vice-President and Structural Director is Clifford Holforty, Electrical Director is Anthony Wolf, Treasurer and Surveying Director is Robert Jagow, Secretary and Civil Director is Franklin Burn, Mechanical Director is Joseph Inatome and Carl Walker is Director-at-Large.

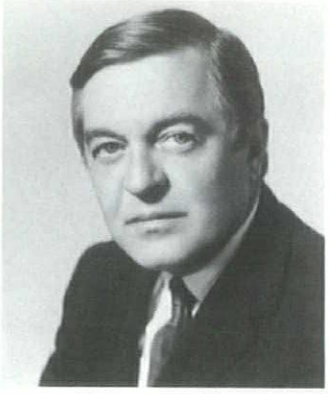
Each discipline director schedules his own meetings to discuss problems that are of interest to their group. General meetings are held once a month to cover topics of general interest.

Forty-nine consulting and architect/engineering firms are in CEC Michigan. Twenty-three hundred consulting engineering firms form CEC/National.

Webb Joins Giffels & Rossetti

P. Whitney Webb, AIA, has joined Giffels & Rossetti, Inc. as Director of Architecture. Webb comes to Detroit from New York where he was a principal with Frost Associates. His previous associations were with Max O. Urbahn and Edward Durrell Stone, architectural design groups also in New York City.

He has served on civic and professional groups including membership on the Advisory Council of the Connecticut Department of Mental Health.



P. Whitney Webb, AIA

Three of his major designs are the Stanford University Medical School and Hospital, new campus facilities for Niagara University at Lewiston, New York and Meadowbrook Hospital at East Meadow, New York.

Webb is a recipient of a number of awards, including an AIA Honor Award, Winchester Travelling Fellowship and Wooley Scholarship for Study Abroad.

He received his B Arch. from Yale School of Architecture and attended Ecole des Beaux Arts, Paris.

Arts Directory

Architects are requested to encourage Michigan professional artists to submit their names and resume for the September 1970 publication of the Allied Arts Artist Directory. Please contact: Gerome Chirco, 373 St. Clair Grosse Pointe City, Michigan 48230 Telephone: 886-4276 after 6:00 p.m.

Pursifull Elected to BRI Committee

Edward T. Schreiber, Chairman of the BRAB-Building Research Institute's Operating Committee (formerly the Board of Directors) has announced the election of Ross W. Pursifull, AIA an associate of Smith, Hinchman & Grylls, Inc. to a three year term on the Operating Committee and appointment as Vice Chairman.

The BRAB-Building Research Institue is a national interdisciplinary organization with an international membership dedicated to the science and technology of building. The Institute encourages and stimulates needed research and development in the many diversified areas of the industry and its allied professions, and aids in the communication of ideas through the collection, correlation, documentation and dissemination of building science and technology information.

Pursifull has served in other capacities for BRI for several years.

Theme and Logo Selected for AIA's 1970 Convention

The theme and logo for the 1970 Boston Convention and Building Products Exhibit of the AIA were by President Rex W. Allen, FAIA. The convention will be held June 21-25, 1970, at the Sheraton-Boston Hotel with a June 29 recessed session in London, England.

"The Architect in a Dynamic Society" has been selected as a theme. The convention logo was designed as a public-service for the AIA by Cambridge Seven Associates, whose principals are Tom Geismar and Paul Dietrich, AIA. Geismar was the designer. He describes the logo as, "representing a changing dynamic form in keeping with the convention theme, yet with implications of architectural order." When in color, it will be black, red, white, and blue. The logo will be used on all convention printed materials, flags, and banners, and featured in the Building Products Exhibit to be held in the War Memorial Auditorium, adjacent to the Sheraton-Boston in the Prudential Center.

Architects Invited to World Meeting About Schools

American architects are invited to attend an international seminar in Vienna on the emerging social role of schools.

The International Union of Architects (UIA) meeting May 24-31 is expected to attract architects from 30 nations, according to Mario Celli, FAIA, of Pittsburgh. Celli is a well-known school architect and general chairman for the Vienna seminar.

Speakers from the United States will include educators pioneering in the application of space systems technology and methods in building schools.

Cities throughout the world are "plagued with all kinds of social unrest," Celli noted. "One strong hope" for improving city life is better schools which will be explored at the Vienna sessions, he added.

Registration and information are available from the Congress Coordination Center, 9 East 38th Street, New York, N.Y. 10016. Early registration is necessary because of space limits.

Roundtrip group airfare is $299 plus a minimum of two weeks' hotel accommodations and the $58.35 conference fee. Extended tours at extra cost are also available.

Letters

Dear Miss Stacy:

Michael Cox writes to me that you are interested in the possibility of stained glass. I may say I have already written to Mr. J. Diehl, Mr. D. Giffels and Mr. L. Graziani about my work. Of course it's an uphill task to recommend yourself at 4,000 miles distance, but the point I made to these gentlemen was that modification of light by means of coloured glass or other methods was potentially an interesting factor in modern architecture, not at all necessarily confined to church building, indeed in many ways, once emancipated from church building this art would find its own identity. As you have seen from my brochure, I have many considerable commissions to my credit, but it remains a fact that I am always looking for new possibilities of co-operation with architects.

If you feel that further transparencies of my work would be a good idea for your Reference Library, I would be delighted to send them.

I am always interested in hearing of new projects where one could be of use and would very much like to hear from you if there are architectural plans which would stimulate the imagination of architects in England.

Yours sincerely,

Patrick Reyntiens Ltd
Burleighfield House
Loudwater Buckinghamshire
England
Phone: High Wycombe 25068 & 25808

Robert B. Frantz, FAIA
326 North Washington Avenue
Saginaw, Michigan 48607

Dear Mr. Frantz

I would like to compliment you for your actions on behalf of the Saginaw Valley Chapter of the American Institue of Architects regarding the preservation of the former Post Office Building in Saginaw, Michigan.

In this age of rapid change, unfortunately many architects do not recognize the value of the rich heritage in buildings that presently exist throughout our nation. You and the Saginaw Valley Chapter should be highly commended for recogniznig the importance of this structure as a vital element in the texture of your community.

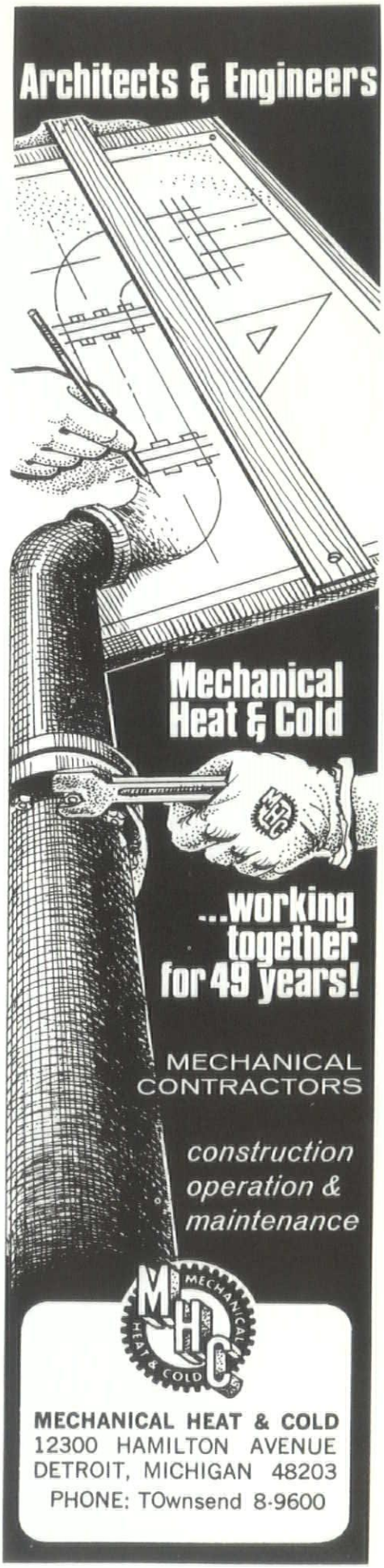
Although I personally am not familiar with the building, your judgment of its historical value and its importance to the Saginaw area is sufficient for me to lend what support I can in your effort.

As you perhaps are aware, there are several things which could be done to strengthen your position regarding this building. The National Historic Preservation Act, as passed by Congress in 1966, does provide a measure of protection for buildings which are placed on the National Register. Without going into all of the requirements and ramifications of this, I would be pleased to do what I can to help you start proceedings toward placing this building on the Register. I would suggest that this would be an excellent project for the Historic Building Committee of the Saginaw Chapter.

I would appreciate hearing from you on this matter in the near future.

Cordially,
Richard C. Frank, AIA
State Preservation Coordinator for Michigan
The American Institute of Architects

Saginaw Post Office



Chrysler Realty Corp.

churches. A system of parks and greenways will link the residential units with the schools, recreation centers and retail centers.

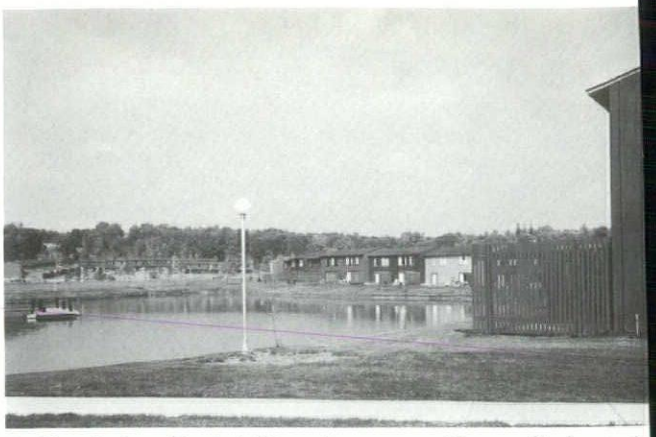
A total of 3,823 dwelling units are planned with 1,532 single family detached homes and 2,291 townhouses. The individual homes will occupy 70 per cent of the residential areas.

The proposed production schedules for the residential development cover a seven year period commencing in mid-1970 and the non-residential developments are phased periodically from 1970 through 1982.

More than 200 acres of open spaces have been reserved for parks, greenways, swim and racquet club sites, schools and churches. Open spaces designed for pedestrian use are entirely separated from automobile traffic. Plans also call for the construction of three lakes and extensive landscaping of parkways. Major tree stands will be preserved including a 20 acre tract of beech trees in the center of the community. Natural land forms will be used in the gently rolling hills to complement the area and give accent to the environment.

The regional shopping center, commercial and office complex will be located on Crooks Road adjacent to the I-75 Expressway. Northfield Mall will be surrounded by a series of high rise office towers and a 390 room, convention type hotel. The enclosed mall type shopping center will be comprised of some 1.3 million square feet of retail shopping space and the office area will have two million square feet. Tri-level auto parks, partially concealed underground with extensive landscaping, will accommodate more than 14,000 cars.

Preliminary plans have been made with the Budd Company for an Automotive Division administrative headquarters complex to be located in the commercial office and research center area of the new Northfield Hills development. The first office building complex to be constructed on the site was completed in the summer of 1969 and is the world headquarters for Chrysler Realty. Immediate plans for additional office buildings are being finalized, applications for leasing of space in the new complex are being taken to give prospective tenants design consideration in the new facilities.



Geddes Lakes Rental Townhouses on Huron Parkway in Ann Arbor, Michigan is a joint venture of Chrysler Realty and R. Gordon Mathews and Associates of Pittsburgh. The first phase of 180 units is occupied and a second phase is under construction.

In Northfield Hills we hope to show that good planning and design go hand in hand with the economics of the community. Studies show this total community will produce over eight times the revenue which could be expected if the area were developed completely with single-family housing.

The successful experience of pioneering companies like Chrysler with this kind of diversified real estate investment in the 1960s, will encourage other companies to follow their lead into real estate in the 1970s.

And in the 1970s, the country will need the proven skills, energies, and know-how of these industrial companies if we are to successfully meet the challenge of building for our growing population.

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CALENDAR

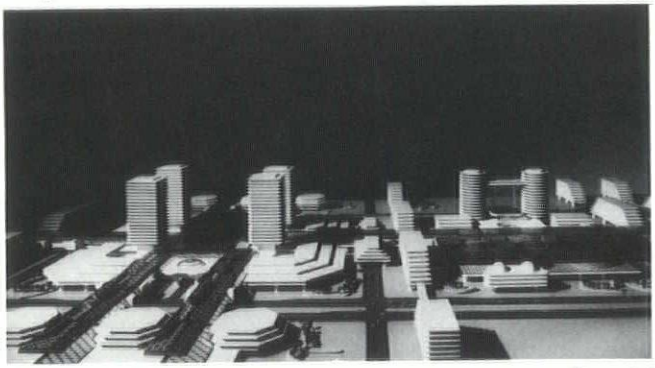
February 17	WALD — Detroit Institute of Arts — Ceramics 10:30 a.m.
March 4, 5, 6	MSA 56th Annual Convention, Pantlind Hotel, Grand Rapids, Michigan
March 17	10:30 A.M. Detroit Institute of Art Tour — Rembrand 11:30 A.M. Luncheon meeting — The Armory.
April 21	Bus Trip to Romeo, Michigan Aleen Auvil — weaving.
May 22	Willistead Art Museum — Windsor, Ontario, Tour and Luncheon.
June 21-25	National AIA Convention Boston, Mass.
August 6, 7, 8	MSA Mid-Summer Conference Mackinac Island.
1971—June 20-24	National AIA Convention Detroit, Michigan.

Ford Motor Land Development Corp.

major responsibility to provide architects with more information and input of what he expects before the architects start to work. Too often owners expect the architect to make decisions that in reality are the responsibility of the owner; and when these decisions have been made, there is often disappointment on the part of the owner.

I have personally enjoyed an excellent working relationship with many of the leading architects in the country, as well as some of the smallest. It has been my experience that when proper time was devoted by myself to the project and discussions with the architect, the results have been outstanding. Developments that I have been associated with have received many national awards and the design of the facilities are directly attributable to the efforts of the architects that were retained.

Ford Motor Company's program for development of the Dearborn property will follow these same procedures of a sound working relationship, a clear understanding, and a receptive attitude for new ideas in architecture.



Futuristic Look — This three-dimensional conceptual model of a "town center" is one of many being considered for Ford Motor Company's Dearborn land development program. While specific details are not yet complete, the Ford project may incorporate some of the land use features shown here including open space or "green-belts" and the possibility of future "people-mover" transportation systems.

Challenge of the 70's

we do not claim to have found the complete answer to the nation's primary housing problem—high costs—we do believe we have made significant progress that will become a kind of benchmark for future work by ourselves and others.

By referring to these examples, I hope I have clarified the direction which the Campbell Group companies expect to move in the 1970s.

This seems to me to be the outlook: The need for highly qualified and practical professionals who can offer total services will continue to expand; architects and engineers will increasingly associate with the larger corporate and independent developers that offer a complete spectrum of services. All this is not to sound a death knell for the established professional office which engages in only one discipline, be it architecture, land planning, engineering or construction. But the trend toward amalgamation seems clear. City, state and federal governments too are expressing strong interest in the total development concept, as witnessed by "Operation Breakthrough" sponsored by the Department of Housing and Urban Development and the recently announced State of Michigan Housing Program. A major realignment of the sources of strength in the building industry is underway in the professions, labor, construction and finance.

The philosophy of the Campbell Group companies can be expressed simply by saying we intend to build better, faster and more economically on a basis that is completely professional in all areas—research, design, consulting, engineering, land development, computer analysis, financing and construction. We anticipate increasing our close association with outside planning, architectural and engineering organizations, but on a fully integrated basis that places total project control in a single source without compromising professional independence.

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